

# STAKEHOLDER ENGAGEMENT FOR M&E

by

Ben Obonyo



# Learning Objectives

---

**At the end of the session, participants will be able to:**

- ☐ Critically review status of their M&E system
- ☐ Define engagement
- ☐ Identify steps of an engagement cycle
- ☐ Determine engagement strategies
- ☐ Suggest remedial actions for M&E

# Outline of the Presentation

---

- Status of M&E in programmes
- Way forward for M&E
- Engaging everyone in M&E

# Intriguing Questions

---

- ☐ Where are we now with M&E?
- ☐ What are the challenges for M&E?
- ☐ What opportunities exist for M&E?
- ☐ What is the way forward for M&E?

# Status of M&E

---

## □ What are we doing in M&E?

- Are M&E activities planned for?
- Are M&E data collected and analysed?
- Does the system produce M&E products?
- How are the M&E products used?
- Is the M&E system appreciated?
- Are M&E activities budgeted for?

# Status of M&E

---

## □ Are we doing the right things?

- Is the programme implementing **all** the activities as planned?
- Is the M&E system carrying out **all** planned activities?

# Status of M&E

---

## ☐ Are we doing them right?

- Are the programme interventions making a difference?
- What are the outcomes and impact of the interventions?

# Status of M&E

---

- ❑ Are we doing them on a large enough scale?
- Are collective efforts being implemented on a large enough scale to cause an impact?



# Challenges for M&E

---

## ❑ Negative perceptions of M&E

- Externally driven
- Emphasis only on reporting / “policing” and not on process, or internal use
- Too many reports - yet too little feedback & ownership

# Challenges for M&E

---

## □ Lack of M&E culture

- Lack of commitment
- Management styles shy away from “being exposed”

# Challenges for M&E

---

- ❑ Lack of synchronization and holistic approaches to management
- ❑ Lack of positioning to influence policy, decisions

# Challenges for M&E

---

- ❑ Focus mainly on indicators -  
hence *M* is often ineffective and  
*E* is often neglected
- ❑ Lack of M&E capacity and good  
quality evaluations

# Opportunities for M&E

---

## □ Country ownership of M&E

- Role of government – with support from civil society & private sector – growing
- Government & stakeholders taking lead in development and M&E partnerships
- External assistance efforts aligning to overall national M&E plans

# Opportunities for M&E

---

- ❑ **A more holistic approach in vogue**
  - Policy frameworks, sector-wide approaches, cross-sectoral collaboration have become the foci
  - Synchronization of development policies, strategies, implementation

# Opportunities for M&E

---

- ❑ ***A results-based approach to development***
  - Focus on ***impact on people*** – those most in need of development
  - Challenge for each of the partners to ***identify themselves*** in the results
  - Implementers are now ***accountable for real results*** on the ground

# Opportunities for M&E

---

- ❑ **A longer-term view of development**
  - Long-term approach to development planning and funding by key players
  - Linking of short, medium and long-term frameworks and strategies - including to budgets



# Opportunities for M&E

---

- ❑ **A more people-centered approach to development**
  - Development seen as more than economic growth – includes individual freedoms, widening choices, basic rights and services, etc
  - Strong focus on REAL development – aimed at the needs of people – especially those most in need

# Way Forward for M&E

---

- Create awareness and understanding about the role of M&E among all stakeholders
  - Goals clear and realistic to all
  - Shared vision

# Way Forward for M&E

---

- ❑ **Establish/strengthen M&E structures**
  - Clarity of roles and guidelines
  - All stakeholders should own M&E (process & outcome)
  - Participation in M&E at all levels
  - Ability to sustain itself over time

# Way Forward for M&E

---

## ☐ Communicate M&E effectively

- Use of a common language
- Open and frequent interaction, information exchange, and discussion
- Formal and informal channels of communication

# Way Forward for M&E

---

- ❑ Build new mindsets on M&E - what it is, what it should do, for what & whom, and towards whom accountability lies
- ❑ Insist on accountability to the people whom the interventions are to serve

# Way Forward for M&E

---

- ❑ Shift focus from “measuring” only, to include an ongoing dialogue with users
- Convince managers to use M&E for good planning and timely program changes
- Use M&E as a tool to build the confidence of managers, staff and communities

# Way Forward for M&E

---

- ❑ **Build M&E systems that are credible, trusted and used by variety of stakeholders**
  - Mutual respect, understanding and trust
  - Clear benefits for all
  - Satisfy the needs of a variety of stakeholders

# Way Forward for M&E

---

## ☐ Cost M&E activities

- Human
- Financial
- Material

## ☐ Mobilise required resources



# Way Forward for M&E

---

- Mainstream M&E from the start –  
hence the need for stakeholder  
engagement

# Engagement: Definition

---

- ❑ To actively participate
- ❑ Process of working collaboratively with and through groups of people
- ❑ A continuum - from basic awareness → personal involvement → informed action

# M&E Engagement: Goal

---

To secure .....

understanding on,

sustained support for, and

informed action for M&E

# M&E Engagement Cycle

---

- ❑ Step 1: Coming together for M&E
- ❑ Step 2: Moving forward with M&E
- ❑ Step 3: Sustaining momentum for M&E

# Engagement Cycle – Step 1

---

## □ Coming together for M&E

- Starting the conversation and dialogue
- Building trust – to think, debate, reflect and make decisions on M&E

# Engagement Cycle – Step 2

---

## □ Moving forward with M&E

- Converting dialogue into action
- Reaching out beyond original group
- Creating dynamic partnerships

# Engagement Cycle – Step 3

---

- ❑ **Sustaining momentum for M&E**
  - Building structures
  - Developing and sustaining leadership
  - Assessing and improving programmes
  - Measuring change
  - Communicating results

# Engagement Strategies

---

## □ Create a compelling vision

- To provide the necessary direction on

M&E



# Engagement Strategies

---

## □ Lead the change in M&E

- Guide the paradigm shift
- Demonstrate the link between M&E and all programme areas
- Define clear roles for everyone
- Encourage everyone to participate

# Engagement Strategies

---

- ❑ Establish an urgent need for M&E
  - The necessity of the paradigm shift
  - If not, the attendant consequences
- ❑ Engage various levels of stakeholders

# Engagement Strategies

---

- **Align M&E systems**
  - Operational processes
  - Human resources
  - Information technology

# Engagement Strategies

---

## □ Chart transitions in M&E

- Demonstrate achievements
- Celebrate successes

# Engagement Strategies

---

## □ Sustain energy in M&E

- Sustain enthusiasm
- Keep the ball rolling
- Make positive choices
- Maintain networks

# Key Message on M&E

---

- ❑ There should be no enemies in M&E - we are all in it together
- ❑ We are dependent on each other – together we can find solutions and achieve much more than each on our own

# Parting Shot

---

## □ The “Three Ones” Principles

- **One** agreed HIV/AIDS Action Framework that drives alignment of all partners
- **One** national AIDS authority, with a broad-based multi -sectoral mandate
- **One** agreed country-level monitoring and evaluation system